

K. Eileen Giglio

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OBJECTIVE: Apply leadership, management, networking and strategic planning skills to enhance acquisition and business practices in the Department.

SKILLS:

- Excellent leader and strategist with creative problem solving and organizational skills.
- Innovative and a keen sense for thinking “outside-the-box.”
- Proven team-building expertise and negotiating skills.
- Effective oral and written communication for internal and external audiences.
- Flexible and adaptable in seeking alternative solutions to change.
- Leverage limited resources to get the job done.
- Conversational German language skills.

ACCOMPLISHMENTS:

- Provided leadership for the review of acquisition performance, participated in identification of reforms for implementation and finalization of the final report.
- Established the mission and functions for ITS and instituted a communication and transformation plan.
- Enhanced government “outreach to industry” program, regarding technology transfers.
- Developed a dynamic defense reform communication and change management strategy.
- Advised senior officials on legislative strategies resulting in remarkable congressional support/funding for nuclear, chemical and biological defense programs.
- Identified, organized and directed agendas for the Secretary of Defense’s Threat Reduction Advisory Committee.

June 2005 – Present ~ Director Defense Acquisition Performance Assessment Project (DAPA). Provide advice and leadership to the DAPA Panel and the DAPA Program office to review “every aspect of acquisition” in response to the June 7 tasking from the Deputy Secretary. Identified and scheduled subject matter experts to review past and present acquisition activity for the DAPA Panel. Participated o the analysis of reforms for implementation. Managed the production and release of the final report.

May 2004 – June 2005 ~ Director, Special Projects, Office of International Technology Security (USD/AT&L). Established the mission and functions for ITS to leverage new technologies and provide a “cross-cutting” base of leadership in DOD to identify and protect critical technologies. Direct the office budget and internal management controls. Assumed membership on all the interagency and industry technology working groups and created, published and marketed a Defense Department website (www.acq.osd.mil/its) as a unique research engine for technology security. Aggressively reviewed the Militarily Critical Technology Program budget and functions to enhance the program’s value to the Department. Partnered with OSD Policy on the congressionally mandated Wisconsin Project to identify proliferation risks and support training of international export control organizations. Additional “special projects” include

a nano-technology initiative, review of high performance computer control parameters and a critical technology protection program at laboratories.

May 2000 – May 2004 ~ Director, External Affairs and Technology Security Senior Analyst - Defense Technology Security Administration (DTRA). Formulated technology security policy for the review of dual-use technology transfers. Represented OSD on the Subgroup for Nuclear Export Controls and the Export Controls and Related Border Security Assistance Program. Enhanced understanding of technology security issues by developing contacts and information sharing with U.S. industry, the media, Congress, Inspectors General, General Accounting Office and state and local government officials.

May 1999 – May 2000 ~ Deputy Director, Threat Reduction Advisory Committee, (DTRA). Developed agendas and shaped official deliberations for the Secretary of Defense's Federal Advisory Committee of senior private sector officials. Managed communication and marketing strategy for advanced systems and concepts that anticipated potential threats from weapons of mass destruction.

May 1998 – May 1999 ~ Director, Communications, Defense Reform Office, Office of the Secretary of Defense (OSD). Formulated and directed public relations and legislative strategy for OSD initiatives. Managed 20-person process team that introduced financial, acquisition, logistics, and quality-of-life reform programs in the OSD and military services. Seventy-five percent of reform programs introduced in OSD were adopted/approved. Designed Defense Reform logo and electronic communication tools.

February 1998 - May 1998 ~ Director, External Affairs, DTRA Transition Team. Devised successful communication strategy and initiated congressional consultations that merged three defense agencies; including treaty monitoring, nuclear and chemical and biological defense programs and technology security, into the DTRA. This merger affected more than 22,000 people resulting in a consolidated budget of about \$2 Billion.

July 1993 – February 1998 ~ Director, External Affairs, Assistant to the Secretary of Defense for Nuclear, Chemical and Biological Defense Programs. Political advisor and strategic planner for senior OSD officials. Established successful and effective communication with senior officials in Congress, industry, the media and the international community that resulted in heightened awareness. Crafted and implemented congressional and public relations strategies; including chemical weapons destruction at eight U.S. sites; the Counterproliferation Initiative; and the Cooperative Threat Reduction Program.

January 1988 – July 1993 ~ Chief, Governmental Affairs, On-Site Inspection Agency. Original senior staff assigned to the "start-up" of the new agency, to support implementation of arms control treaties. Coordinated congressional consultations and legislative initiatives. Successfully managed the agency's congressional budget cycle in excess of \$80M. Established and managed the Internal Management Control Program. Served as an official arms control treaty inspector at storage, elimination and portal sites in the Former Soviet Union.

January 1987 - April 1987 ~ Special Assistant to the Special Counsel to the President, the White House. Temporary detail to the White House to assist the President's Counsel regarding congressional strategy and consultations dealing with the Iran Contra affair. Met with senior House and Senate leadership and facilitated delivery of key documents for review in preparation for the hearing phase of the Iran Contra Affair.

April 1984 – January 1988 ~ Special Assistant on Arms Control, Intelligence and Defense to the Assistant Secretary for Legislative Affairs, Department of State.

Principal legislative and congressional relations advisor to U.S. arms control treaty negotiators, U.S. Representatives to NATO, NSC Public Diplomacy and the US/Soviet Summit Working Groups. The legislative portfolio included arms control, defense and intelligence issues.

January 1982 – April 1984 ~ Legislative Liaison Officer, Arms Control and Disarmament Agency. Identified congressional arms control network and initiated and managed briefings and congressional testimony. Designed, coordinated, published and distributed Arms Control Issues book to Congress that became a valuable arms control information tool for the legislative and executive branches of government.

January 1980 - January 1982 ~ Defense Legislative Assistant to Representative Hal Daub (R-Neb). Tracked and advised Member regarding legislative and constituent issues. The responsibilities included defense, veteran and national security issues. Served as military caseworker and Strategic Air Command headquarters liaison. Managed military academy nominations and served as Member's liaison with academy officials.

EDUCATION/TRAINING:

Senior Executive Fellow - JFK School of Government, Harvard University
Bachelor of General Studies, Political Science and German - University of Nebraska
Contemporary Executive Development - George Washington University
Practicing Law Institute – Export Controls
Defense Language Institute - German curriculum
Nuclear Weapons Advanced Course, Kirkland AFB
Space and Missile Orientation Course, Vandenberg AFB

AWARDS:

OSD Civilian Service Awards for Excellence
 Chemical Demilitarization Outreach - April 1997
 DTRA Transition - March 1999
 Defense Reform Communications - March 2000
Distinguished Civilian Service Award - OSIA, May 1997
Exceptional Civilian Service Award - OSD, January 1998
Exceptional Civilian Service Award - OSD, March 2000

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D'ARCY E. GRISIER

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PROFESSIONAL EXPERIENCE

U.S. SENATOR JOHN ENSIGN (R-NV)/Washington, D.C. 2003-present

*Military Legislative Assistant for Chairman of the Readiness and Management Support Subcommittee,
Senate Armed Services Committee*

- Advise Senator Ensign as principle aide responsible for all defense and veterans issues.
- Work across party lines to coordinate subcommittee hearing topics and witnesses.
- Coordinate with staff of defense authorization and appropriations committees.
- Research and draft legislation, memorandums, Senate floor speeches, Senate Committee testimony, and letters to Administration officials and constituents.
- Cultivate relationships with key Congressional staff, public representatives, private sector representatives, Nevada leaders, and constituents.

UNITED STATES MARINES CORPS

1977-2003

Director, Assistance and Investigations, Office of Inspector General

Headquarters, U.S. Marine Corps, Washington D.C. 2001-2003

- Supervised staff of eight credentialed investigators and provided oversight of investigations into allegations of fraud, waste, abuse, and mismanagement within an organization of 172,000 members.
- Planned, directed, and coordinated sensitive investigations involving general officers/senior executive service.

Executive Officer, Office of the Chairman of the Joint Chiefs of Staff

Pentagon, Washington D.C. 1999-2001

- Managed staff of six supporting Presidential Appointee in providing military advice to the Secretary of State.
- Presented briefings to the Secretary of State and Chairman of the Joint Chiefs of Staff.

Battalion Commander, Marine Corps Recruit Depot

San Diego, CA 1996-1998

- Led organization of 160 in providing initial basic training to 6,000 new Marines annually as chief executive.
- Reduced trainee attrition from 13% to 8.4% in the first year, and to 7.5% the second year.

Assistant Chief of Staff, Marine Corps Base Hawaii

Kaneohe Bay, HI 1994-1996

- Managed staff of 40 in providing training services and facilities to 5,000 personnel on three different islands, as senior operations officer.

Executive Officer, Marine Infantry Battalion

Kaneohe Bay, HI 1993-1994

- Managed multifunctional staff of nine officers in providing required training, personnel management, and logistical support to organization of 1,000 members.

EDUCATION

NATIONAL WAR COLLEGE/Washington, D.C.

Master of Science, National Security Strategy

UNIVERSITY OF ARKANSAS/Little Rock, AR

Master of Arts, Criminal Justice

VIRGINIA COMMONWEALTH UNIVERSITY/Richmond, VA

Bachelor of Science, Administration of Justice

AFFILIATIONS AND ORGANIZATIONS

Military Officers Association of America
National Security Study Group, US Senate

Disabled American Veterans

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William Greenwalt

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PROFESSIONAL EXPERIENCE

Professional Staff Member, Senate Armed Services Committee, Senator John Warner, Chairman. Washington, D.C. 1999-present.

- Responsible for defense acquisition policy, information management, industrial base, export control, and management reform issues.
- Serves as deputy to the Staff Director and provides oversight and management direction of the Committee's activities and staff.
- Serves as lead staff member for the Subcommittee on Readiness and Management Support and the Subcommittee on Strategic Forces and is responsible for the management and oversight of subcommittee agendas and staff.

Salary History

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Professional Staff Member, Senate Governmental Affairs Committee, Senator Fred Thompson, Chairman. Washington, D.C. 1997-1999.

- Served as primary Committee staff member for federal management issues.
- Responsible for the oversight of the Office of Management and Budget, the General Accounting Office and agency Inspectors General.
- Served as acting communications director responsible for committee press relations and communications strategy.

Professional Staff Member, Subcommittee on Oversight of Government Management, Senate Governmental Affairs Committee, Senator William Cohen, Chairman. Washington, D.C. 1994 to 1997.

- Responsible for the Senator's legislative initiative to reform information management and acquisition practices in the federal government, culminating in the enactment of the Clinger-Cohen Act of 1996.
- Served as a military legislative assistant to Senator Cohen for readiness, depot maintenance, acquisition, technology and personnel issues and as a designated staff representative to the Senate Armed Services Committee.

Visiting Fellow, Center for Defence Economics, University of York, United Kingdom. 1991 - 1993.

Served as a country expert on several studies for the European Commission on government procurement, European defense industry restructuring and the economic effects of reductions in defense spending in the European Community.

Overseas Immigration Specialist, United States Department of Justice, Immigration and Naturalization Service, American Consulate General, Frankfurt, Germany. 1990 - 1991.

Carried out a wide range of consular duties and was the primary liaison with U.S. military officials for immigration matters in Germany.

Management Analyst/Program Evaluator, United States General Accounting Office, Los Angeles, California. 1982 - 1987.

Planned and conducted financial and management evaluations of U.S. government programs primarily focusing on major weapon systems acquisition and technology issues at the U.S. Air Force Space Systems Division and Ballistic Missile Office.

EDUCATIONAL BACKGROUND

Master of Arts, International Relations, emphasis in defense and strategic studies, University of Southern California, Los Angeles, California. 1989.

Bachelor of Arts, Economics and Political Science, California State University, Long Beach, California. 1982.

OTHER EXPERIENCE

Panelist and speaker for numerous conferences and public events on acquisition and defense policy issues and has been a frequent guest speaker and study advisor at various universities and think tanks in the Washington, D.C. area.

Subcommittee platform staff member for the Defense Subcommittee of the National Republican Platform Committee, Philadelphia, PA. 2000.

Taught courses in government, international business and economics for several American colleges and universities in Germany, 1990-1993

Foreign Affairs Specialist Intern with the Office of the Secretary of Defense, International Security Policy/Verification Policy, Washington, D.C. 1988.

ADUSD(I&E)

Philip Wayne Grone

Residence

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Professional

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Professional

Deputy Staff Director and Assistant Deputy Staff Director, Committee on Armed Services, U.S. House of Representatives.

March 2000 – present.

Principal responsibilities include managing approximately 55 professional and clerical staff members of the Committee on Armed Services to support the daily operation of the committee and coordinating legislative strategy and tactics with respect to the annual defense authorization bill and other legislation. Manages and coordinates all committee hearing, mark-up, floor, and conference activities, including the production of the annual defense authorization bill and other legislation, and accompanying committee reports. Acts as deputy to the staff director in matters of liaison and representation with the House leadership, committee members, committee and congressional staffs, industry, and other members of the House, the Senate, the Department of Defense, and other executive branch agencies. Renders advice on questions of committee jurisdiction, organization of the committee, parliamentary posture of the annual defense authorization bill and other legislation, and parliamentary procedure generally. Continues all responsibilities for the Subcommittee on Military Installations and Facilities as described below. Position redesignated as Assistant Deputy Staff Director in March 2001 without alteration to designated responsibilities.

Professional Staff Member, Committee on Armed Services, U.S. House of Representatives.

January 1995 – February 2000.

Responsible for staff direction and management of the Subcommittee on Military Installations and Facilities. Responsibilities included fiscal and legislative oversight of the military construction and military family housing programs of the Department of Defense, the NATO Security Investment Program, military land and natural resource management policy, the base closure and realignment process, and real property acquisitions and disposals (including leases). Major enacted legislative initiatives included the Military Housing Privatization Initiative, the privatization of defense utility infrastructure, reform of the Sikes Act (concerning natural resource management on military installations), and various withdrawals of the public lands for military training and readiness.

Subcommittee Professional Staff Member, Subcommittee on Oversight and Investigations, Committee on Armed Services, U.S. House of Representatives.

December 1993 - January 1995.

Responsibilities included oversight of the base closure process, international peacekeeping operations, economic effects of the defense drawdown, effects of mergers and acquisitions on the defense industrial base, and European security issues.

Professional Staff Member, Joint Committee on the Organization of Congress, United States Congress.

November 1992 - December 1993.

Bipartisan joint committee established to undertake a thorough review of, and make recommendations on, congressional operations, processes, rules, and procedures. Principal responsibilities included primary staff support to House Republican members of the Joint Committee on the Organization of Congress. Recommendations developed by the Joint Committee and the proposals offered by House Republican members provided the foundation for reforms adopted by the House of Representatives to its rules and procedures for the 104th Congress.

Legislative Assistant to U.S. Representative Willis D. Gradison, Jr., U.S. House of Representatives.

May 1985 - November 1992.

Primarily responsible for legislative and policy analysis in the fields of agriculture (particularly with regard to the sugar industry and reforms of the federal sugar program), financial institutions oversight and regulation (particularly with regard to reform of federal credit programs), defense and foreign policy, tort reform, and patent extensions.

Adjunct Faculty, The Washington Center for Internships and Academic Programs.

January 1992 - December 1992.

Conducted three non-introductory seminars for credit on contemporary issues in American foreign policy for undergraduate students participating in the programs of The Washington Center.

Foreign Affairs Analyst, Foreign Affairs and National Defense Division, Congressional Research Service, The Library of Congress.

January 1985 - April 1985.

Supported the legislative and research needs of congressional clients on various topics in American defense and foreign policy with an emphasis on Latin American and Southern Pacific security issues.

Teaching Assistant, Woodrow Wilson Department of Government and Foreign Affairs, The University of Virginia.

January 1983 - December 1984.

Conducted discussion sections and gave occasional lectures in various topics in American foreign policy and comparative Western European foreign policies.

Education

Master of Arts in Foreign Affairs (May 1984)
The University of Virginia

Bachelor of Arts in International Studies, *summa cum laude* (May 1982)
Northern Kentucky University

Awards

Professional Achievement Award, Awarded by the Northern Kentucky University Alumni Association, February 2000.

Paul J. Sipes Award for Community Services, Awarded by the Northern Kentucky University Alumni Association, May 1982.

Professional Activity

"Military Installations at a Crossroads: Recapitalization or Erosion?". Remarks to The Society of American Military Engineers, Quarterly Sustaining (Corporate) Member Breakfast: Current Executive Issues Forum, Arlington, Virginia, December 11, 1996.

"Nationalism in Post-Cold War Europe". Discussant (Panel Fri-D-1), Annual Meeting of the International Studies Association, Washington, D.C., March 29-April 1, 1994.

"A Roundtable on Congressional Reform: The Perspective of Political Scientists". Participant (Panel 6-4), Annual Meeting of the American Political Science Association, Section on Legislative Studies, Washington, D.C., September 2-5, 1993.

"Roundtable on Congressional Reform". Participant (Panel 11-13), Annual Meeting of the Midwest Political Science Association, Section on Legislative Politics, Chicago, Illinois, April 15-17, 1993.

"The U.S. Sugar Program and Foreign Economic Policy: The Contradiction of Sectoral Protectionism and Liberal Trade". Paper presented at the Annual Meeting of the Midwest Political Science Association, Section on Political Economy (Panel 15-3, Causes and Consequences of the Congressional Role in Economic Policy Making), Chicago, Illinois, April 9-11, 1992.

"Trade Policy and the U.S. Sugar Program". Paper presented at the Annual Meeting of the Western Political Science Association, Section on Public Policy (Panel N-10, Trade Policy), San Francisco, California, March 19-21, 1992.

Gregory Gross

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EXPERIENCE

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Chief of Staff

Senator Elizabeth Dole, U.S. Senate, Washington, D.C. 2005–Present left 2007

- Advise Senator Dole in her capacity as member of Senate leadership on agenda-setting, floor strategy, and relations with House of Representatives, White House, interest groups, and press. Represent Senator Dole at Senate and bicameral leadership meetings, party conferences, and retreats.
- Principal advisor on all Senate business, including legislative strategy, committees, appropriations, presidential appointments, and liaison to White House, congressional leadership, and national, state, and local interest groups. Manage staff of 55 and budget of \$2.8 million.
- Frequently address U.S. and European conferences on foreign policy and other issues.
- Lead biweekly speaker series for Republican Senate chiefs of staff and committee staff directors featuring senior Bush Administration officials, policy experts, and media representatives.

Chief of Staff

Senator Peter G. Fitzgerald, U.S. Senate, Washington, D.C. 1999–2005

- Principal advisor and liaison on all Senate business, as described above for Senator Dole. Managed staff of 60 and budget of over \$3 million.
- Frequently addressed conferences on foreign policy and other issues.
- Founded and led biweekly speaker series for Republican Senate chiefs of staff as described above.
- Successively negotiated broad new jurisdiction for Senate Governmental Affairs Subcommittee on Financial Management, the Budget and International Security subcommittee, chaired by Senator Fitzgerald, and oversaw hearings, investigations, and legislative work on North Korea, mutual fund reform, pension reform, and other issues. (2004–2005)

Legislative Director

- Oversaw legislative staff. Advised senator on key issues, including foreign policy, defense, budget and tax policy, and parliamentary procedure. Authored legislation, including first provision of 2001 tax relief bill to be made permanent. Wrote opeds, speeches, and floor statements. (1999–2001)

Assistant to the President for Policy

American Red Cross, Washington, D.C. 1997–1999

- Advised President Elizabeth Dole on governance, management, and operations, as well as critical political, legislative, and international issues affecting the Red Cross.
- Represented president on senior management committees and task forces.
- Implemented numerous presidential initiatives including Red Cross effort to improve public health in China.

Deputy Director of Policy

Dole for President and Dole/Kemp '96, Washington, D.C. 1995–1996

- Senior advisor to Senator Bob Dole. Designed major campaign initiatives. Coordinated all aspects of policy development and communication for Dole in primaries and general election, managing staff of 8 and active volunteers of over 200. Oversaw development of all issue briefing papers. Represented Dole in public addresses and talk radio.
- Prepared speeches, editorials, press releases, and debate materials for Senator Dole. Directed preparation of "Dole and Kemp on the Issues" book for publication. Served on foreign policy advisory group.

Senior Consultant

Fidelity Investments, Boston, Massachusetts. 1994–1995

Advised senior management on improving efficiency, cost accounting, and staff morale through reorganization and technological innovation. Received award for visionary contribution to company.

- Independent Consultant** Consulting in research design, and economic and statistical analysis. 1984-1995
- *Economic Growth Center, Yale University.* Co-authored study of international capital flows.
 - *Joint Center for Urban Studies, M.I.T. and Harvard University.* Analyzed effects of U.S. tax reform on investment. Performed advanced econometric modeling of housing market.
 - *Harvard Division for Health Policy Research and Education.* Developed \$1 million research grant proposal for major cardiovascular health promotion program.
 - *Other clients:* Legal Profession Program, Harvard Law School; Department of Psychiatry, Yale Medical School.
- Political Assistant** **House of Commons, United Kingdom,** to Dr. Keith Hampson, M.P., and Sir Nicholas Fairbairn, Q.C., M.P., former Solicitor General of Scotland. 1986
- Researched British nuclear weapons policy, legal reform, parliamentary procedure, and other issues. Prepared speeches and press releases, and met with constituents. Assisted Sir Nicholas in researching and writing his memoirs.
- Consultant** **Organization for Economic Cooperation and Development, Paris, France.** 1985-1986
- Oversaw development of new strategies for rapid collection and analysis of economic and financial information. Negotiated directly with member governments and national banks, requiring extensive travel to European capitals. Represented OECD at major European Community conference on international information exchange.
- Researcher** **Department of Government, Harvard University, Cambridge, Massachusetts.** 1983-1985
- Guided design of research project on the politics of anti-communism in the 1940s and 1950s. Performed advanced statistical analysis of public opinion surveys.

- EDUCATION** **Yale University, New Haven, Connecticut.**
- M.A. in International Relations, 1992. Yale Graduate Fellowship. Teaching Fellow.
- Harvard University, Cambridge, Massachusetts.**
- A.B. in Social Studies, an interdisciplinary honors major, 1984. National Merit and Avon Scholarships. Dean's List.
- Institut Catholique, Paris, France, 1985-86.**

- ACTIVITIES** **Center for Strategic and International Studies, Transnational Threats Initiative Task Force.**
- Council on Foreign Relations, Atlantic Partnership Program.**
- International Trauma Center** for the victims of genocide, Member, Board of Directors.

- PUBLICATION** "A Partial Asset and Debt Matrix for the Newly Industrializing Economies and the Heavily Indebted Latin American Countries," with M. Kuroyanagi, in Hamada ed. Prospective International Capital Ownership Patterns Across the Pacific (Yale Economic Growth Center, 1990).

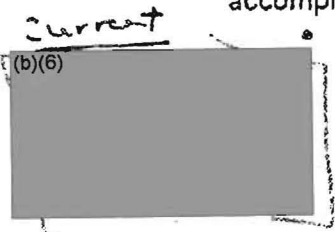
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Priscilla E. Guthrie



Summary: Business leader with successful P&L management experience and excellent people skills. Strong IT systems knowledge developed over 25 years of performance in multiple industries (automotive, aftermarket (automotive and aerospace), government and commercial IT).

Current Position: VP, e-Business reporting to the CEO of TRW Inc. Established, and now lead, a small, global unit responsible for driving new IT technologies into the \$17B company's businesses to create competitive advantage. Examples of activities and accomplishments include:

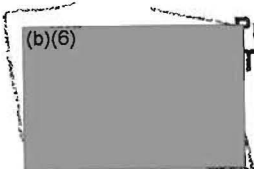


- Designing and implementing customer/supplier portals
- Piloting supply chain tools and processes
- Fielding collaborative design and engineering tools
- Drafting an updated IT security policy
- Reexamining the corporate IT architecture from a data perspective
- Redoing the company web site, standards and guidelines for use.

Education:

- BS Electrical Engineering, Penn State
- MBA, Marymount University
- Global Leadership Program, Thunderbird

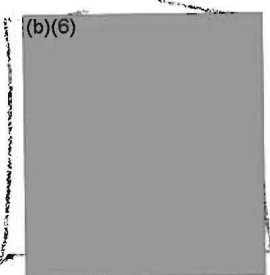
Prior Experience:



IT Business Management:

Vice President and General Manager with responsibility for a \$500M+ unit that delivered IT and e-business services and solutions to customers in the Manufacturing, Public Safety Systems (transportation), Healthcare and Human Services sectors. 2500 employees in 13 countries.

Developed an early e-business strategy for TRW's Aerospace and Information Systems businesses.



As Vice President and General Manager, led a \$150M unit that delivered IT and telecommunications services and solutions to U.S. Government customers: Treasury, IRS, SEC, and OPIC.

As Deputy GM, was responsible for a unit that provided engineering and IT services to customers including Navy, FAA, IRS, CDC, and Census.

As Director of Operations, was responsible for IT, engineering, materials, worldwide purchasing, logistics, warehousing and distribution for TRW's Automotive Aftermarket. Upgraded business processes (including supply chain) and implemented supporting IT solutions.



Priscilla E. Guthrie

IT Program Management:

As Program Manager, led a contract to assist the IRS in developing a plan and architecture for modernizing the tax processing systems. Personally worked with the Modernization Executive(s) and CIO to develop the plan. Worked the Hill to obtain Congressional support/funding.

As Program Manager, successfully developed and fielded one of the early real-time, distributed processing systems incorporating multi-level security.

Information Technology:

As Laboratory Manager, was responsible for a 450-person organization that designed, developed and delivered software solutions to TRW programs.

As Service Center Manager, ran the unit responsible for providing IT services and business applications to TRW organizations and employees on the East Coast.

As a Section Head, was responsible for Systems Engineering, System Software, and Signal Processing. These teams designed and developed several real-time processing systems.

Built models, simulations, and software for various contracts for the U.S. Government.

Designed and developed real-time multi-path passive ranging algorithms for shipboard applications.

Professional Organizations/Community Service:

- AIA (Aerospace Industries Association) e-Business Steering Group
- OESA (Original Equipment Suppliers Association) e-Bus Council
- Covisint (Auto Exchange - Ford, GM, DCX..) Customer Council
- Penn State College of Engineering, chaired and participate on several Dean's Advisory Boards (Women in Engineering, Leonard Center, Enterprise Integration, Engineering Society)
- Mentor, various organizations

Awards/Recognition:

Outstanding Engineering Alum - 2000, Penn State

Commencement Speaker, May 2000, Penn State College of Engineering

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Final
S&I O

CAROL A. HAAVE

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SUMMARY OF QUALIFICATIONS

- 20+ years strategic planning, operations/intelligence analysis, security and high technology line management and consulting experience within the DoD and IC
- M.A., Human Resources Management; B.A., Sociology
- Thrive on tackling hard, systemic problems and take pride in "making things happen"
- Extensive industry, Government and Congressional contacts
- TS/SCI

SUMMARY OF SKILLS

- Leader and "hands-on" analyst able to synthesize disparate data and articulate a clear vision; quickly assess problems and develop innovative solutions; and effectively bridge organizations and motivate people towards a common win-win strategy or goal
- Able to discern and maximize people's strengths to improve productivity
- Able to re-engineer business processes to improve efficiency/effectiveness and decrease costs
- Information-centric, strong customer focus

ACCOMPLISHMENTS AND EXPERIENCE

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Consultant

Sullivan Haave Associates, Inc.

1988 - Pres

- Leading a DARPA effort to design a "Command View" system for the Commander, Pacific Air Forces that solves the interoperability problem of disparate databases and operating systems while providing him dynamic, composite views of relevant information to enhance decision-making at all levels in the organization. The concept is revolutionary, simple, low cost, requires little training or systems administration and is customizable by each user to meet individual needs.
- Created a DARPA/Air Force experimentation cell at Nellis AFB, NV to facilitate the introduction of advanced technology into operational environments prior to crisis. Negotiated with various Commands, units, people as well as DARPA Program Managers and contractors to design and implement experiments, based upon technology insertions during Allied Force, that will fundamentally change the way we conduct warfighting and improve technology transition. Included are Precision Predator and JSTARS/Predator Cross-Cueing.

- Designed an "Information Superiority" program that bridges both the Intelligence Community and the Department of Defense to improve processes for producing the "right information at the right time disseminated to the right people (warfighter) in the right format." Proposed program was negotiated among two military services, three intelligence organizations, other OSD/Service agencies and the Congress to develop a strategy and gain initiative support. Program leverages commercial technology and business practices integrated with government and military "legacy" systems to create the distributed information architecture of the future. Pieces have been implemented in various organizations.
- Created a strategic plan for the Director, National Imagery and Mapping Agency that tied NIMA's stated vision to its customers, programs, resources and budget. Specific focus was on business process/product and information improvements, customer satisfaction, human resources and outsourcing initiatives.
- Operations Manager for a one year, \$100 million, revolutionary, secure, collaborative and direct broadcast communications and information system (JBS, VSAT and Information Management) deployed to 33 sites throughout Europe and Bosnia during Allied Force, totally networked and integrated with our coalition partners using commercial technology and companies. The joint team consisted of over 15 Government/military organizations and numerous contractors who worked together to make it happen. The Bosnia Command and Control Initiative (BC2A) was considered a "hallmark" program by then Secretary of Defense, Bill Perry.
- Senior Management/Research Analyst for the Congressionally-legislated National Defense Panel -- analyzed alternative futures environments related to National Security Strategy goals, interests and objectives in 2020. Proposed future required capabilities based upon new operational concepts derived from projected technology innovations and recommended organizational changes to better support how we conduct "missions" and "mission support" in the future. Specific areas of expertise included intelligence and HUMINT, space, "jointness" and the UCP.
- Supported the Director, Defense Advanced Research Projects Agency in leveraging advanced technology investments and transitioning technology to industry and other military/Government customers. Nominated several advanced technology programs (artificial intelligence, crisis prediction, synchronized execution and automated planning/replanning systems) that were subsequently adopted and funded by DARPA to solve either systemic or specific customer problems.
- Supported three Defense Science Boards, two on Intelligence and one focused on "Technology Breakthroughs."

Consultant

Independent

1985 - 1988

- Team Leader for the House Appropriations Committee's Surveys and Investigations one year study on global command, control and communications systems of all the Services -- programs evaluation, interoperability and vulnerabilities.
- Conducted classified threat, counterintelligence and vulnerability assessments of US overseas facilities.
- Retained search consultant for Fortune 500 companies specializing in high technology and specialized executive positions.

Manager, Operations Services

HRB Singer

1982 – 1985

- Managed 100% growth per year, consistent with revenues, an operating budget of \$8 million and department of 60 employees with overhead and contractual responsibility for personnel, technical and corporate publications, product assurance, security (CSSO) and safety, as well as facilities.
- Achieved company objectives and contractual requirements within cost and schedule by leading employees to consistently “achieve the impossible” despite being understaffed, via cross-training, increased productivity measures and emphasizing “customer service.”
- Department had the highest morale and lowest turnover of this remote, start-up facility
- Assumed responsibility for, evaluated and streamlined a \$20 million shipping/receiving operation (outside my charter) to improve efficiency and “get the job done.”
- Planned and designed to internal requirements and security specifications an 80,000 square foot engineering building. Saved considerable costs by recommending lease of short-term office space and relocation of contiguous operations pending building completion.

Management Analyst

NASA, Office of the Inspector General

1981 – 1982

- As an auditor/investigator submitted, in a report to the Congress, specific findings and a theory of “transition management” as it contributed to cost/schedule problems and proven mischarging on a \$600 million technology program.

Inspector

Summa Corporation

1979 – 1981

- Conducted security management surveys for Howard Hughes’ defense companies and hotel/casino operations to ensure physical and financial integrity.
- Conducted background, organized crime and other civil/criminal investigations working in conjunction with the FBI, Nevada State Gaming Commission, Las Vegas Metropolitan Police Department and other law enforcement/industry security representatives.
- Considered the most effective liaison by the above agencies/organizations.

Lieutenant

US Army

1975 – 1978

- Received an in-service direct commission after one year of enlisted service.
- One of first women officers to go “airborne” and serve in a FORSCOM combat support military police unit.
- Additional time spent in the Reserves.